United Nations A/70/121

General Assembly

Distr.: General
24 June 2015

Original: English

Seventieth session
Item 107 of the preliminary list*
Crime prevention and criminal justice

United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

Report of the Secretary-General

Summary

The present report was prepared pursuant to General Assembly resolution 69/198 and describes the general crime situation in Africa, focusing in particular on its impact on strategic areas of development. It focuses on crime prevention and criminal justice as factors in the promotion of the rule of law and discusses how crime undermines efforts for the maintenance of peace, security, good governance and the provision of social services. The report also focuses on the centrality of technical assistance and provides a broad overview of the emerging interventions for effective treatment and/or rehabilitation programmes for offenders. Strategies tailored to Africa's needs and realities with respect to reducing the level of crime are discussed. The report also outlines the challenges and discusses how funding difficulties have continued to undermine the Institute's capacity to service the region's needs in crime prevention and explores crucial factors for overcoming those challenges.

* A/70/50.

V.15-04598 (E) 150715 160715

Please recycle

I. Introduction

1. The present report was prepared pursuant to General Assembly resolution 69/198 and describes the general crime situation in Africa, focusing in particular on its impact on strategic areas of development. It focuses on crime prevention and criminal justice as factors in the promotion of the rule of law and discusses how crime undermines efforts for the maintenance of peace, security and good governance and the provision of social services. It also focuses on the centrality of technical assistance and provides a broad overview of the emerging interventions for effective treatment and/or rehabilitation programmes for offenders. Strategies tailored to Africa's needs and realities with respect to reducing the level of crime are discussed. The report also outlines challenges and discusses how funding difficulties have continued to undermine the Institute's capacity to service the region's needs in crime prevention and explores crucial factors for overcoming those challenges, including strategies for partnerships involving suitably mandated institutions in the search for specific interventions from a network of relevant agencies.

2. Concerns regarding crime continue to gain increasing prominence among current social problems. In the African region, crime results in the expenditure of a significant amount of resources, and crime prevention efforts continue to have a central role in the management of public affairs. The extent and severity of the problem have led to a continuing exchange of views among various stakeholders, to the development of a variety of approaches to providing capacity-building to criminal justice systems, and to improved collaboration among governments, institutions, experts and communities, for better understanding of the crime problem at the regional and international levels. Consequently, comprehensive and integrated crime prevention is increasingly becoming an interdepartmental concern, with a focus on the value of innovation and shared responsibility.

3. Crime is increasingly posing significant challenges to Africa's democracies and nascent justice systems in the face of the region's diverse systems of justice delivery to address the problem. The liberalization of information networks in the region has created new challenges in the form of the lack of or ineffectiveness of online protection measures. The unregulated information flows continue to expose users to intrusions, abuse, identity theft, intellectual property risks and pornography. Policing is inadequate: it remains centralized, its resources and capability are overstretched, and it is often unable to effectively respond to local needs and requires the upgrading of detection services. Urgent reform is also required in the areas of prosecution, sentencing and lawful custody in order to ensure the balance between deterrence and rehabilitation based on respect for individual rights. The key response to growing levels of crime is based on the criminal justice system, which, however, remains largely centralized and reliant on centralized systems and, to a lesser degree, on local initiatives. Consequently, there are reports of case backlogs, which result in citizens lapsing into apathy or the increasing use of extrajudicial responses to crimes committed by vigilante groups acting outside the law.

4. The upsurge in transnational organized crime, following the spillover of increasing radicalization in some subregions of Africa, has strained the capacity of law enforcement authorities and highlighted the need for increased vigilance and

updated skills. Recent developments have prompted the need for a greater emphasis on developing adequate competences and specific skills necessary for proactive measures, in addition to the traditional approaches, the acquisition of knowledge and capacity to react to crime committed. This, on a continuous basis, is leading to a review of existing policies and practices, focusing on greater reliance on a diversity of evidence-based studies and expert analyses, the response to which compels Africa to seek technical support. In this regard and consistent with its mandate, the Institute has the obligation to undertake programmes with relevant partners in order to respond to the needs of African countries in improving their criminal justice systems in order to provide remedial alternatives.

II. Governance and management

A. Governing Board

5. Against the background of declining financial support for the programmes of the Institute, the Governing Board of the Institute convened in Lilongwe on 29 May 2015 to discuss measures aimed at reinvigorating the Institute. With a special focus on the future of the Institute, the Board considered the following:

(a) The report on the proposed restructuring of the Institute;

(b) The establishment of a full Board, which would provide guidance to the Institute for the period 2015-2019, as indicated in paragraph 6, below;

(c) The extension of contracts of the current staff of the Institute. (The proposed extension was endorsed.)

6. The Board approved proposals to constitute a full Board, following the replacement of Member States whose term of office had expired. The new Board is constituted as follows:

North Africa	Egypt and Tunisia
Central Africa	Congo and Equatorial Guinea
West Africa	Ghana and Senegal
Southern Africa	Mozambique and Zambia
East Africa	Democratic Republic of the Congo and United Republic of Tanzania

Furthermore, Uganda, by virtue of being the host country, remains a permanent member of the Board.

7. The Board made a number of decisions reflecting the importance of making a fundamental shift from the traditional means of governance, resource mobilization and operations, and ushering the Institute onto a new platform where reforms in methods of work will be a significant feature.

8. Discussions about increasing the effectiveness of the Institute centred on three future intervention options: (a) allowing the Economic Commission for Africa to take over the management of the Institute, (b) allowing one member State to take

over the management of the Institute on behalf of all its member States, and (c) maintaining the status quo.

9. The option of allowing the Economic Commission for Africa to take over the Institute was discussed, and it was found that it would not provide a prompt solution, as it was considered that such a takeover would be a protracted process with no guarantee of express support or success, in view of the many issues to be clarified and the many stakeholders involved at each stage of decision-making. In addition, the circumstances which had informed the decision to delink the Institute from the Economic Commission for Africa still exist.

10. The Board also declined the option of a member State taking over the Institute, as that would downplay the pan-African nature of the Institute. Finally, the Board decided to maintain the status quo, which gives prominence to the future of the Institute as a responsibility of the member States, with opportunities for additional support through the following:

(a) The development of a strategic plan which would highlight the resources, personnel and logistics necessary for a breakthrough and transform the Institute's capacity to deliver mandated services. The Board resolved that the strategic plan for the Institute should indicate clear key benchmarks, a clear mandate and a sharper focus. That would result in a more realistic assessment of the challenges faced by the Institute and an increased focus on the appropriate structure for the Secretariat, the resources required, a lean mandate and focused objective to be managed by the Secretariat in its efforts to pursue a vigorous advocacy strategy and create focal points in the region;

(b) Advocacy at the General Assembly to support requests from the Institute for an increase in the budget, with the view to increasing commitments to recruitment and the retention of qualified personnel in the wake of emerging crime prevention and criminal justice challenges;

(c) Approach the Economic Commission for Africa to explore increases in the United Nations grant.

11. The Board noted the concerns of the Institute that its strategic objectives were driven by demand from member States and that this created difficulties in creating a niche due to a multiplicity of crime prevention needs in Africa, and decided that there should be a sharper focus on the strategic priorities in the short- to medium-term. The Institute should then be so structured as to ensure that the Secretariat was able to deliver on its mandate and strategies, working within its parameters towards realistic objectives. In that regard, the Board resolved as follows:

(a) The Board called upon all African countries to have a sense of ownership of the Institute and respond to all their responsibilities. That means fulfilling the attendant financial and other obligations;

(b) The Institute should consolidate its existing partnership with the Economic Commission for Africa. The Commission has appropriate organs whose functional capacity and objectives tally with those of the Institute, and the Institute should widen the spectrum of its partnerships to include other agencies and organizations such as the African Union and other international agencies to service Africa's needs in crime prevention, criminal justice, governance and development;

(c) There is a need for the Institute to oversee the existing national and regional initiatives in Africa in order to stimulate and/or anchor the synergies available within the continent;

(d) The Board acknowledged the financial difficulties affecting the Institute and noted that the Institute should make efforts to enhance its public profile, which was affected by the lack of advocacy of the Institute's services, and resolved that advocacy initiatives, which would attract resources and membership by prospective member States, should be the mainstay of the strategic management of the Institute;

(e) The Institute should provide required services which are tailored to the needs of member States.

B. General direction and management

12. A successful response to crime prevention involves building networks of agencies and receiving support at various levels of decision-making. Based on the decision of the Governing Board, the Institute has been tasked with developing a strategic plan for the next five years. That plan will include the undertaking of fundamental reforms in governance, service provision, resource mobilization and innovation in networking with relevant agencies, which have significant potential to provide the needed professional interventions to address Africa's crime problem. The Board has pledged to provide political and financial support to spur that development.

13. It will be crucial for the Institute to focus on a few key policy issues that have implications at the level of the continent, as opposed to an excessive diversification and fragmentation of policies. That policy approach should aim to build sustainable networks. The Board has offered to support selected reforms in mandate and attendant instruments of the Institute to give legitimacy and operational weight to this evolving functional status. In that regard, attention will focus on widening the scope of collaborative strategies in the fight against new crime trends, such as terrorist groups in Africa, and support Africa's regional integration project, especially through the participation of crime prevention and criminal justice actors from both the public and private sectors.

14. The new focus on the region is part of a global endeavour to respond with effective measures to proactively eliminate potential threats to development. A combined effect of prosecutions, enforcement, investigation/detection and judicial promptness spurs proactive action against crime and is expected to contribute to reducing crime levels.

15. Through its routine visits to sister institutions and missions of member States in various capitals, the Institute is stressing the importance of effective and strong alliances among law enforcement personnel, professional bodies, academic institutions, individual communities, experts and traditional and civil authorities. Such alliances are critical for creating the necessary conditions for the mobilization of competences and building the capacity needed for the successful implementation of crime prevention projects. The differences in intervention strategies and skills (e.g., detection, prosecution, correction, awareness-raising and funding) undermine

efforts to address sophisticated crime by utilizing the cumulative skills, a situation which calls for increased collaboration among all stakeholders.

16. Together with a consortium of partners, the Institute is collaborating within the United Nations crime prevention and criminal justice programme network and with the United Nations Office on Drugs and Crime (UNODC) to promote activities to strengthen national capacities for tackling identified regional challenges. Accordingly, certain activities of the Institute are specifically related to identified areas of need, such as cybercrime, environmental crime, examination of malpractices and community participation in intervention initiatives. The Institute is collaborating with stakeholders in criminal justice administration, such as police, prosecution and judges, as well as professional organizations, to build a strong coalition for sensitization to illicit activities, proactive crime prevention programmes, the promulgation of effective cybercrime legislation and the harmonization of effective legal frameworks.

17. In compliance with General Assembly resolution 69/198 and the Doha Declaration on Integrating Crime Prevention and Criminal Justice into the Wider United Nations Agenda to Address Social and Economic Challenges and to Promote the Rule of Law at the National and International Levels, and Public Participation,[1] the Institute is collaborating with several stakeholders in the public and private sectors to build capacity to do the following:

(a) Further promote the benefits, in some cases, of the utilization of alternative remedial measures, where appropriate, while applying standards of ethical conduct and using local traditions, counselling and other emerging correctional rehabilitation measures, consistent with the obligations of States under international law;

(b) Spearhead efforts to establish contacts with organizations in countries that are promoting crime prevention programmes and maintain close links with regional and subregional political entities, such as the African Union Commission, the East African Community, the Commission of the Economic Community of West African States, the Intergovernmental Authority on Development and the Southern African Development Community;

(c) Urge all Member States, non-governmental organizations and the international community to continue to adopt concrete practical measures to support its efforts for the development of the requisite capacity in the implementation of its programmes and activities aimed at strengthening crime prevention and criminal justice systems in Africa.

18. The Institute is collaborating with the office of the Chair of the Governing Board (Malawi) and Chair of the Review Committee (Uganda) to give effect to the proposals leading to its restructuring process as a means of strengthening its functional capacity.

[1] See the report of the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice (A/CONF.222/17).

III. Substantive programmes and activities

A. Overview

19. The Institute is part of the United Nations crime prevention and criminal justice network, which is a global network of agencies for crime prevention and criminal justice and serves the African region by offering a range of crime prevention and criminal justice services aimed at harmonizing practices and policies to achieve shared objectives for security and development.

20. The most predictable occurrence and a commonly cited development within the criminal justice system has been the widespread use of new technologies. In view of the increase in crime committed by electronic means, as evidenced by recent developments, technology is also increasingly being used in the administration and delivery of justice. The use of technology among the prosecution and defence lawyers is evident: it is used for the provision of resources to the judges and magistrates, lawyers and, in a limited way, the communities. In many cases, training is necessary for all stakeholders and, in view of its mandate, the Institute is best suited to provide that training.

21. Owing to the increase in electronically engineered crime, there are immense difficulties in the administration of justice arising from matching the existing policies and practices to the new forms of crime, prompting a review in the systems for the collection and submission of corresponding evidence. These changes have placed new demands on the criminal justice systems in Africa, where the level of technological application and relative competences is still low. That pressure is increasing, making it almost mandatory that criminal justice procedures will have to be more cost-conscious, timely and expeditious and sensitive to public responses, and have to minimize or eliminate any suspicions of compromises. Often, this requires innovative capacity-building to be successful.

22. Global losses from cybercrime have been escalating annually. The Institute is collaborating with relevant organizations to evaluate the cost for local production in view of challenges relating to the safety of communication networks. While organizations and enterprises continue to invest in protective technologies and techniques, progress on finding, prosecuting and punishing perpetrators of cybercrime is slow. The cross-border nature of such crime, the differing roles of governments and private sector service providers, and variations in national capacities, laws and procedures, are among the factors that make progress difficult. In particular, better cooperation on a global basis between law enforcement agencies and the private sector is essential. By engaging governments, business, academia and civil society participants, it is hoped that practical solutions to real and urgent challenges will be found.

B. Project activities

23. Through the building of networks, the Institute's efforts with criminal justice systems have brought to the fore the need to undertake reforms and improve their level of collaboration at the regional level to provide greater support for capacity-building in sustaining and updating skills to address the dynamic crime

situation. Forensic investigations, digital evidence and technological appliances are becoming crucial in the management of litigation today to mirror the developments in the commission of crime, including the increasing use of technology to detect, investigate and prosecute cases. Owing to personnel challenges, cases take a long time to be disposed of. Technology is essential in expediting case disposal through easier access to witnesses via technological links and the preservation of evidence.

24. In the period under review, the Institute focused efforts on addressing national challenges posed by transnational organized crime, consistent with the focus of the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice. Awareness-raising meetings have been held with relevant institutions to promote the benefits derived from good governance, on the basis of the rule of law, and to seek support from relevant departments in integrating crime prevention and criminal justice into their national programmes.

25. The Institute is building a consortium of partners, collaborating with UNODC in promoting activities for strengthened national capacities to tackle identified regional challenges. Accordingly, certain activities of the Institute have focused on the area of cybercrime and are based on the benefits of inter-institutional relations among the institutes of the United Nations crime prevention and criminal justice programme network and other agencies. The Institute is building networks for enhanced technical and evidence-based support to address new forms of crime, including cybercrime. The Institute is collaborating with stakeholders in criminal justice administration — police, prosecution and judges — as well as professional organizations, to build a strong coalition for sensitization to illicit activities, proactive crime prevention programmes, the promulgation of effective cybercrime legislation and the harmonization of effective legal frameworks.

26. There have been significant efforts in convening regional conferences as a step forward in terms of the evolving jurisprudence on cyberspace and cybercrime law consistent with emerging updates in developments experienced in other regions.

27. Despite the benefits derived from these conferences inasmuch as they impact on the potential of enhancing cybersecurity in the region, based on the expertise of speakers from different parts of the world, much remains to be done, and resources are required to implement the detailed road map and conference resolutions. There has been increased focus on the strategic importance of regional collaboration and the continued need to sustain the Institute's programme activities.

28. In the emerging partnerships, the exchange of best practices is ongoing in order to enrich the discussions in the search for effective strategies and capacity-building.

29. The Institute is following up on the recommendations of workshops in Dar es Salaam, United Republic of Tanzania (August 2013), Kampala (July 2014) and Accra (March 2014), which focused on areas such as regional/international cooperation, resource mobilization, sharing of information/best practices, capacity-building, increased awareness on the rising trend of cybercrime, and the promotion of the admissibility of online evidence and other electronic data in litigations.

30. UNODC and the Institute jointly conducted digital forensics and electronic evidence capacity-building assessments in Uganda in November 2014 to determine

the needs of the criminal justice system and establish the foundation for further technical assistance activities in the country. The assessments form part of activities in preparation for a regional information-sharing network meeting on cybercrime and electronic evidence, scheduled to take place in Nairobi in August 2015.

31. In February 2015, the Institute facilitated the promotion of mutual legal assistance by law enforcement agencies at the regional level through the Eastern Africa Police Chiefs Cooperation Organization. Opportunities now exist for the exchange of information, intelligence and other assistance for law enforcement agencies, with respect to the challenges posed by transnational organized crime.

32. In promoting restorative justice, relevant traditional initiatives for conflict resolution are being emphasized in the ongoing dialogue with the Uganda Law Society, the Uganda Prisons Service and civil society organizations. A plan of action to implement the Kadoma Declaration on Community Service (promoting community-based sanctions), the Kampala Declaration on Prison Conditions in Africa (improving the management of correctional institutions) and the Lilongwe Declaration on Accessing Legal Aid in the Criminal Justice System in Africa is being considered for implementation at the national level and will be replicated as a best practice in other jurisdictions.

33. The Institute has been collaborating with the criminal justice system in Uganda to adopt a plea bargaining initiative piloted to dispose of a backlog of cases. There are indications that the initiative is gaining significant support from the legal community, and the offenders are, equally, showing significant cooperation with the courts handling their cases. The initiative will be replicated elsewhere in Africa.

34. The Institute held discussions with the authorities in Malawi in November 2014 in response to a need for technical assistance regarding adopting of sentencing guidelines, as a transfer of a best practice. The Institute played a key role in offering technical support for a project on sentencing guidelines, at the inception of that project, in Uganda, where it is now a successful policy in use.

C. Information dissemination and collaboration

35. Funding challenges have significantly undermined the production of resources under the subprogramme on information dissemination and collaboration. The Institute has continued to produce quarterly newsletters. Future editions will be posted online.

IV. International cooperation and partnerships

36. The Institute has maintained collaboration with the institutes of the United Nations crime prevention and criminal justice programme network and other sister agencies in a series of events including workshops, meetings, conferences and seminars. At such events, the Institute works to engage new partners and consolidate existing coalitions.

V. Funding and support

37. The total income of the Institute for 2014 was $513,057. That was more than what was received in 2013 ($322,659.87). Income from assessed contributions, like all other income except the grant, declined during the year, compared with previous years.

38. The total income of $513,057 received in 2014 came from the following sources (with income for 2013 shown for comparison), as shown below:

	2014		*2013*	
Source	*Amount (United States dollars)*	*Percentage of income*	*Amount (United States dollars)*	*Percentage of income*
Member States' assessed contributions	124 836	24	164 362.73	51
Grant from the United Nations (2014 portion)	266 900	52	82 900.00	26
Other income (interest, premiums and rent)	121 321	24	75 397.14	23
Total income	**513 057**		**322 659.87**	

39. For the period January-May 2015, the total income of the Institute was as follows (with the same period in 2014 for comparison), as shown below:

	January-May 2015		*January-May 2014*	
Source	*Amount (United States dollars)*	*Percentage of income*	*Amount (United States dollars)*	*Percentage of income*
Member States' assessed contributions	159 108.55	61	--	--
Grant from the United Nations (2014 portion)	93 485	36	266 900	94
Other income (interest, premiums and rent)	9 318.83	3	16 156.28	6
Total income	**261 912.38**		**283 056.38**	

A. Assessed financial contributions from member States

40. During the 2014 financial year (January-December 2014) only 4 of the 29 States members of the Institute paid part of their arrears on assessed contributions. Only Uganda and Seychelles paid their current assessed contributions. The 2014 assessed contributions are provided in the table below:

Country	*Amount paid in 2014 (United States dollars)*
Kenya	29 096.76
Mozambique	8 510.13
Uganda	55 793.16
Seychelles	25 012.00
United Republic of Tanzania	6 423.95
Total	**124 836**

41. For the period January to May 2015, three countries paid their 2015 assessed financial contributions, namely Seychelles ($24,986.01); Ghana ($124,787) and Uganda ($9,335.54). The total accumulated outstanding member States assessed contributions currently stood at $9,705,671.18 as at 30 May 2015.

42. Of the registered States members of the Institute, seven States (Burundi, Equatorial Guinea, Niger, Sierra Leone, Somalia, Zambia and Zimbabwe) have never paid any assessed contributions to the Institute, one country (Rwanda) paid only once, in 1998, and two countries (Egypt and Guinea) stopped in 1996, leaving only 19 countries to shoulder the responsibility of funding the Institute, although even among those, only a few pay regularly. The following countries have continued to honour their financial obligations regularly and in time, and hence have no accumulated arrears: Ghana, Seychelles and Uganda.

43. Both the Secretariat of the Institute and the Chair have tried, by various means, including writing letters, using personal contacts and communicating through embassies in respective capitals, to appeal to member States to honour their mandated financial obligations, with very limited success. In February 2015, the Secretariat approached Uganda's Minister of Foreign Affairs, who is the current President of the General Assembly, to add to the efforts of the Chair and appeal to Member States, in his capacity as the President of the General Assembly. The Minister, on behalf of the Uganda Government, which hosts the Institute and currently holds the presidency of the United Nations General Assembly, to which the Institute is an affiliate, made a special appeal to the Member States, through their Ministers of Foreign Affairs, "to render every possible assistance to contact all the relevant authorities in their countries with a request to settle all/partial accumulated outstanding assessed contributions of their countries". The Institute is yet to receive their responses.

44. The continued non-payment of annual assessed financial contributions has adversely affected the Institute. The Institute's approved budget for 2014/2015 is $4,130,685, of which $3,016,056 (73 per cent) is expected from States members' assessed contributions. The funding is expected to be earmarked for both approved activities and administrative expenses, including the salaries of the administrative support staff. Failure to receive the funding means that costs cannot be adequately met, which in turn, leads to the non-implementation of several approved programme activities.

45. The Secretariat of the Institute is very grateful to those States members that have continued to meet their financial obligations promptly and regularly, and calls upon those whose accounts are in arrears to pay all or partially those outstanding arrears.

B. United Nations grant

46. As in the previous biennium, the General Assembly approved a grant of $365,300 for the biennium 2014-2015. Traditionally, the grant covers the salaries and other emoluments of the Institute core professional staff, namely the Director, Deputy Director, Training Adviser, Research and Policy Development Adviser, Information/Documentation Adviser and Administration/Finance Officer.

47. Since the ninth session of the Governing Board, held in Kampala on 21 and 22 June 2004, when salaries of the Institute's staff were adjusted as a temporary remedy until they could be equated to those of the Economic Commission for Africa, core professional staff costs of the Institute were adjusted from $380,400 to $711,760, creating a difference of $331,360. The current grant of $356,064.16 can pay the salaries of only three professional staff.

48. During the reporting period, the Institute operated without the services of the core professional international staff, namely the Director, Training Adviser and the Information/Documentation Adviser. The Research Adviser left in mid-2014 as the Institute could not afford to meet relevant allowances accruing to the post such as home leave, education grant and study visits.

49. In order for the Institute to operate normally, all the established posts must be filled; and in order to attract highly qualified and motivated international staff, adequate funds must be made available to the Institute to pay commensurate salaries in order to retain the staff.

50. The Institute therefore appeals to the General Assembly, as was done last year, to consider increasing the grant to be able to reinstate the vacant posts of Director, Training Adviser, Information/Documentation Adviser and Research and Policy Development Adviser, in addition to the existing two professional staff: the Deputy Director and the Administration/Finance Officer.

51. The total human resources and relevant salaries needed during the biennium 2016-2017 are shown in the table below.

Table
Professional staff salaries, 2014/2015 (current) and 2016/2017 (proposed)

				Proposed 2016-2017 UNAFRI salaries		
Established post	*No. of posts*	*UNAFRI salary scale*	*Current amount, 2014-2015 (24 months) (dollars)*	*No. of posts*	*UNAFRI salary scales*	*Amount (dollars) 24 months*
Director's Office						
Director	1	Vacant		1	D1/VII	176 820
Director's Secretary	1	Vacant		1	GS/10/VIII	63 000
Deputy Director's Office						
Deputy Director	1	P5/IX	105 728	1	P5/X	158 592
Secretary	1	GS/10/VIII	40 800	1	GS/10/VIII	63 000
Training and Meetings Department						
Training Adviser	1	Vacant		1	P3/VI	104 160
Training Assistant	1	GS/10/X	44 239	1	GS/10/X	66 360
Policy Research Department						
Research Adviser	1	Vacant		1	P4/VI	124 320
Research Assistant	1	GS/10/X	44 239	1	GS/10/X	66 360
Information/Documentation Department						
Information/Documentation Adviser	1	Vacant		1	P3/VI	104 160
Information Officer	1	GS/10/X	44 239	1	GS/10/X	66 360
Senior Bilingual Secretary	1	GS/10/X	44 239	1	GS/10/X	66 360

Established post	*No. of posts*	*UNAFRI salary scale*	*Current amount 2014-2015 (24 months) (dollars)*	*Proposed 2016-2017 UNAFRI salaries*		
				No. of posts	*UNAFRI salary scales*	*Amount (dollars) 24 months*
Administration/Finance Department						
Administrative/Finance Officer	1	P3/X	75 712	1	P3/X	113 568
Administrative/Finance Assistant	1	GS/10/X	44 239	1	GS/10/X	66 360
Total salary	**13**		**443 435**			**1 259 580**
Non-salary costs			**110 858**			**314 895**
Total			**554 293**			**1 574 475**

Notes

1 Non-salary costs which are calculated at 25 per cent of total salary include an annual gratuity of 20 per cent of salary, an education grant to international professional staff and basic medical refunds to staff, all amounting to 5 per cent of salary.

2 During the biennium 2016-2017, the Institute will adjust current salary to incorporate a 50 per cent salary increment which the Board authorized in 2010 but delayed due to insufficient funds.

3 Both professional and immediate support staff salaries have been included to provide current staffing in the various departments.

4 The total salary requirement for the biennium 2016-2017 is $1,574,475, of which $1,002,225 is for professional staff, which is to be covered from the grant, and $572,250 is for support staff, to be covered from assessed contributions for member States.

C. Other income

52. In the reporting period, the Institute continued to receive additional income from interest, premium and rentals. The revenue from that source for the period January 2014-May 2015 is as follows:

Source	*January-May 2015*	*January-December 2014*
Other income (interest, premiums and rent)	9 318.83	121 321
Total income	**9 318.83**	**121 321**

VI. Future of the Institute

53. Over the previous years, the Institute has been under pressure from the users of its services to provide greater support for capacity-building in sustaining and updating skills to address the dynamic crime situation, aggravated by the new trends of transnational organized crime, specifically cybercrime and electronically engineered crime. Forensic investigations, digital evidence and technological appliances are becoming crucial in the management of litigation today in order to mirror the developments in how crime is committed, with a number of jurisdictions expressing increasing interest in considering the introduction and adoption of the types of initiatives that are being practised with success elsewhere, including the

increasing use of technology to detect, investigate and prosecute cases, all in the need to make processes more transparent.

54. Recent developments in the area of crime prevention and criminal justice have included a greater emphasis on developing competences and skills necessary for proactive measures, rather than the acquisition of knowledge to react to crimes already committed. This has led to a greater reliance on alternative forms of assessment of existing policies and practices, prompting continuous assessment and reviews which translate into reforms in practice. This has placed new demands on the criminal justice systems in the form of a requirement to validate the impact of sentences on the communities and victims, more than merely administering justice, and a requirement to support learning and sharing of best practices by networking with a variety of jurisdictions.

55. There are programmes to promote the building of strategic relationships with a range of stakeholders, particularly local communities, to ensure that a greater range of support is available for the dissemination of useful information and for promoting valuable sensitization materials to all stakeholders. The Institute aims to provide guidance on local initiatives based on relevant traditional practices for crime prevention and criminal justice, explore available opportunities and develop prospective local and regional partnerships and support for sustained development.

56. There is a greater emphasis on the integration of post-prison release initiatives to emphasize the role of rehabilitation to ensure that the rate of recidivism is controlled. These have a special appeal to communities and are expected to generate considerable interest in their involvement.

57. The Institute has sought to shift the focus away from the traditional funding sources, such as member States' financial contributions, towards developing the available potential of resource mobilization within collaboration projects with sister agencies, hoping to tap into existing expertise, which is vital to Africa.

58. The resolutions of the Board at its sixth extraordinary session have placed greater focus on a strong and well-managed Institute. Member States have committed themselves to enhancing political good will and addressing their obligations at the higher levels of decision-making in their countries. This is expected to lead to a financial breakthrough that will help the Institute operate more effectively. Having suffered a significant inability to raise financial resources over a long period of time, the Institute is working to reverse the impact of a weak resource base through focused reforms in mandate and strategic planning. It is crucial that with support required for its programme of activities, the future of crime prevention would get the needed attention being sought in the region.

59. While dealing with the challenges of management and resource mobilization, the Institute has devised strategies for continuing the provision of services in a corporate world with which partnerships will be formed.

60. In line with the resolution of the Governing Board, special initiatives aimed at creating an African crime and criminal justice information network, under the auspices of the African Union Commission, as the core of pan-African crime prevention and criminal justice activities and programmes, will be developed to:

(a) Urge member States to intensify efforts to accelerate the establishment of focal points;

(b) Mobilize funding for specific crime and criminal justice-related pan-African projects;

(c) Utilize the available expert resources of the United Nations Office on Drugs and Crime and the International Criminal Police Organization (INTERPOL) in the various capacity-building and research projects and programmes outlined above.

61. To that end, international technical assistance, on bilateral and multilateral bases, should be provided for African countries to enhance their capacities for fighting transnational organized crime.

62. The Institute will work with the African Union to provide a common position expected to facilitate the adoption of a meaningful set of measures, which will take account of Africa's realities and interests, and which will consolidate gains achieved, as well as contribute to intensifying efforts to combat and control transnational organized crime, drug trafficking, trafficking in persons and firearms, smuggling of migrants, terrorism, corruption, economic and financial crimes, money-laundering and computer-related crime, including enhancing criminal justice reforms, with an emphasis on restorative justice.

63. It is important to note that success comes with the responsibility to build human and institutional competence for national stability. In this regard, the Institute is enhancing its focus on promoting tailored collaboration with academic institutions to pursue research-based programmes, participate in activities aimed at increasing awareness about human rights, as well as capacity-building, and mobilize resources useful in the campaign for effective criminal justice as a basis for sustained crime prevention. The Institute is open to the possibility of investments in building mechanisms for criminal justice authorities in the region, where they would participate in education programmes available at tertiary institutions and practical aspects of discharging justice, engage with African scholarly and intellectual communities, and participate in the development of online courses and other resources in African studies for strengthening traditional systems of justice delivery.

64. Although the criminal justice system in Africa relies significantly on the traditional informal networks, its relationship with conventional mechanisms of justice administration, notably with huge hierarchical arrangements in major administrative structures, have also been overshadowed by notably high levels of illiteracy, which human rights campaigners say is decimating confidence and reporting obligations due to a lack of documentation necessary to sustain evidence. And this is where efforts to sensitize traditional criminal justice systems and local communities will have to be strengthened.

65. The Institute is targeting the provision of guidance on local initiatives based on relevant traditional practices for crime prevention and criminal justice, exploring available opportunities to develop prospective local and regional partnerships and support for sustained development. Together with a consortium of partners, the

Institute is collaborating with UNODC in promoting activities for strengthened national capacities to tackle identified regional challenges. A programme of integrating several domestically-oriented tactical, short-term training sessions will provide for the development of a special category of crime prevention elites to be leaders and form a crop of knowledgeable activists. The Institute is working to interest public and private sector institutions in programmes for professional capacity-building. These will be coordinated with relevant national authorities and the attendant cost of their implementation is expected to be a shared responsibility for the benefit of the wider concerns regarding involvement of local communities in crime prevention and criminal justice initiatives.

VII. Conclusion

66. The reforms envisaged for the Institute are coupled with plans to make the Institute a centre of excellence in providing technical support to African countries in the fight against emerging trends of crime. Greater regional support and enhanced regional cooperation are seen as critical to combating the spread of transnational organized crime, including emerging extremist groups and radicalization. New developments will now require the Institute to play a more prominent role in the regional programmes and contribute to threat assessments. Regional cooperation is essential for national governments to form a coalition to deny radical elements the opportunity to create bases for their illicit operations. The envisaged plans underscore the need for the Institute to develop special programmes aimed at protecting communities and building a sustainable future.

67. And yet the law on its own is not enough for addressing crime. Prevention efforts need to focus on victims and potential victims and not perpetrators alone. There is need for a paradigm change on the part of criminal justice systems. The Institute will continue to engage with member States on remedial projects to respond to their crime problems.